Nova Scotia

ANNUAL REPORT 131

for the fiscal year
ending March 31, 1989

The Nova Scotia Hospital

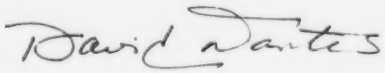
91-05161/

The Honourable Lloyd R. Crouse, P.C.
Lieutenant-Governor of Nova Scotia

To His Honour:

I have the honour respectfully to submit herewith the one hundred and thirty-first Annual Report of The Nova Scotia Hospital.

I have the honour to be
Your obedient servant,



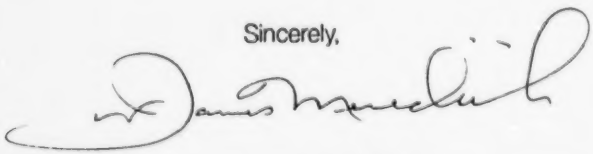
G. David Nantes
Minister of Health and Fitness

To the Honourable G. David Nantes
Minister of Health and Fitness
Province of Nova Scotia

Sir:

On behalf of the Board of Management and staff of The Nova Scotia Hospital, I take great pleasure in presenting the one hundred and thirty-first Annual Report.

Sincerely,



W. James Meredith
Chairman
Board of Management

BOARD OF MANAGEMENT

Chairman	W.J. Meredith
Vice-Chairman	D. Tanton
Members	D. Ardley
	Rev. J. Clarke
	M. Conrod (Mrs.)
	O. Henderson
	Dr. G. Ibsen
	P. Murray (Mrs.)
	A. Nielsen
	K. O'Hearn
	L. Peters
	Rev. E. Theriault
	D. West

ADMINISTRATIVE STAFF
THE NOVA SCOTIA HOSPITAL
(at March 31, 1989)

A/Executive Director	Mr. David G. Higgins
A.Medical/Clinical Director	Dr. L. Buffett
Assistant Executive Director	Vacant

Department of Psychiatry

Director of Psychiatry	Dr. Syed Naveed Akhtar
Director of Forensic Services	Dr. E.P.B. Aquino
Director of Community Services	Dr. L. Buffett
Director of Adolescent Services	Dr. K. Ahmad
Director of Children's Services	Dr. I DeCoutere
Director of Admissions	Vacant
Director of Psychogeriatric Services	Dr. N. Allison
Senior Psychiatrist	Dr. D. Eastwood
Senior Psychiatrist	Dr. J. Curtis
Senior Psychiatrist	Dr. J. Palacios-Boix
Senior Psychiatrist	Dr. A. Hipwell
Senior Psychiatrist	Dr. D. Maynes
Staff Psychiatrist	Dr. E.P.B. Aquino
Staff Psychiatrist	Dr. A. Bhattacharrya
Staff Psychiatrist	Dr. S. Brooks
Staff Psychiatrist	Dr. R. Morehouse

Staff Psychiatrist	Dr. P. Malaviarachchi
Staff Psychiatrist	Dr. M. Tomlinson
Staff Psychiatrist	Dr. S. Villacastin
Staff Psychiatrist	Dr. S. Yoon

Department of Medicine

Chief of Medicine	Dr. D. Weir
Staff Physician	Dr. S. Abraham
Staff Physician	Dr. L. Johnston
Staff Physician	Dr. P. Newman
Staff Physician	Dr. M. Riives
Staff Physician	Dr. B. McFarlane

Heads of Departments

A/Director of Nursing	Mrs. A. McGuire
Director of Human Resources	Mrs. E. Hill
Director of Finance	Mr. D. Woods
Director of Support Services	Mr. M. Townsend
Director of Dietetics	Mrs. J. Jenkins
Director of Pharmacy Service	Mr. G. Moulton
Director of Human Resource Development	Mrs. A. Woods
Director of Health Records	Ms. D. Calder
Director of Psychology	Dr. P. Shackleton
Director of Nursing Education	Mrs. T. Blaikie
Volunteer Coordinator	Mr. L. McMaster
Maintenance Manager	Mr. D. MacIntyre
Director of Social Work	Mrs. W. Milne
Director of Motivational Therapy	Mrs. M. Spindler
Coordinator of Educational Services	Mr. P. Giroux
Manager of Office Services	Mrs. E. Powell
Manager of Environmental Services	Mr. P. Bentley

CONSULTANT STAFF

Neurology and Encephalography	Dr. H.N.A. MacDonald
ENT	Dr. J. Debow
Ophthalmology	Dr. M. Humayun
Internal Medicine	Dr. J.J. McKiggan
Internal Medicine	Dr. R. Gupta
Internal Medicine	Dr. D. Knight
Internal Medicine	Dr. R. Michael

Radiology	Dr. M. Shannon
Radiology	Dr. W.F. Barton
Dermatology	Dr. C.J. Gallant
Surgery	Dr. B.J. Steele
Dentistry	Dr. C.W. Curry
Dentistry	Dr. H.L. Sable
Dentistry	Dr. R. Conter
Obstetrics and Gynecology	Dr. D. Johnston
Pediatrics	Dr. U. Weste
Pathology	Dr. I. Maxwell
Anesthesiology	Dr. L. Marr
Anesthesiology	Dr. A. Kelland
Anesthesiology	Dr. R. Paterson
Anesthesiology	Dr. A. Finlayson
Internal Medicine and Hematology	Dr. O. Hayne
Urology	Dr. S. Yoon

CONSULTANT STAFF IN PSYCHIATRIC TEACHING

Dr. S. Hirsch
Dr. P. Flynn
Dr. A. Munro
Dr. W.O. McCormick
Dr. W.A. Birnie
Dr. J. Gray
Dr. H.P. Poulos

CHAPLAINCY SERVICE

Coordinator and Protestant Chaplain	Rev. R. McLean
Roman Catholic	Mary Ellen Morrisey

REPORT OF THE CHAIRMAN OF THE BOARD AND EXECUTIVE DIRECTOR

The year ending March 31, 1989 was an unusual one in the long history of the Nova Scotia Hospital, and because of this, it was decided to submit a joint annual report by the Chairman of the Board and Executive Director. This will be different in format from annual reports of previous years, but is not to be construed as the format to be followed in subsequent annual reports.

The situation at the end of the year was so totally different to what it was in the middle or at the beginning, that it is difficult to set out in an annual report a summary of the sequence of the many changes that took place over the year without raising again many of the issues that became issues of internal and public controversy. We are strongly of the opinion that the focus of the Hospital and this report should be to emphasize the positive and minimize the continuation of any controversy over issues that arose during 1988-89. The intent therefore will be to report on the facts of what happened with a minimum of editorial comments.

Because of uniqueness of the report for 1988-89, we have decided to not include reports from the various committees of the Board, nor to submit separate reports for the Medical Director, Executive Director, and Chairman of the Board. This is not to imply that members of the Board were not active and involved on the various Board committees, but, because of the events of the fiscal year, these committees could not be expected to be as productive as they otherwise would have been.

It cannot be said that, at the time of writing this report, the situation is completely stable, but there is a definite marked difference in direction. The Board members and staff are to be commended for their efforts, contributions, and support for the change in direction that evolved, because it has been a difficult period for everyone concerned.

The major issue of the year 1988/89 would have to be the number of changes in personnel who played, or will play, a crucial part in the history of the Nova Scotia Hospital. These changes include the following.

Minister of Health and Fitness

As a result of a Cabinet shuffle in December 1988, the Hon. David Nantes took over the portfolio of Minister of Health and Fitness,

replacing the Hon. Joel Matheson.

Chairman of the Board

Mr. David Richey, after nine years on the Board, eight of them as Chairman, retired at the end of his third term at the end of February 1989. Mr. W. James Meredith was appointed as the new Board Chairman in mid-March.

Executive Director

Mr. Craig Brown resigned as Executive Director in December 1988. Mr. David G. Higgins became Acting Executive Director in mid-January 1989.

Medical Director

Dr. Naveed Akhtar resigned as Medical Director in October 1988 but stayed on in this position until the end of January 1989. Dr. Larry Buffett took over as Acting Medical Director while discussions were under way with Dr. W.O. McCormick, who assumed this position on a permanent basis on April 3, 1989.

Director of Nursing

Mrs. Gerry Webber announced her retirement in March 1988, after more than 30 years employment at the Nova Scotia Hospital. Her resignation became effective the end of February 1989, and Mrs. Anne McGuire took over as Acting Director of Nursing.

Assistant Executive Director

Mr. David Chase, who assumed this position in July 1988, left the employment of the Hospital in March 1989. This position is currently vacant.

Director of Public Relations

Mr. Jim Gray, who assumed this newly approved position in October 1988, left the employment of the Hospital in March 1989. Mrs. Linda McMaster is currently in the position, as Acting Director of Community Relations.

Administrative Assistant — Medical Director

Ms. Cara Flemming left the employment of the Hospital when her contract expired at the end of March 1989. This position will be refilled during 1989-90 by Dr. McCormick.

It should not go without comment that during what was an unusual and difficult year, with the many changes in personnel, a review of the Hospital by Dr. Jock Murray's committee, budgetary problems, and negative coverage in the media related to security issues and to the operational issues at the Hospital, the medical staff, the department heads, and line staff carried on during this very stressful period to provide a high level of patient services. A positive outcome of the difficulties experienced during 1988-89 is that, despite the problems, the vast majority of staff displayed dedication and loyalty to the Hospital and the care of its patients.

A facility with a history as long as the Nova Scotia Hospital's is bound to experience some difficulties, but many positive events took place also, and the work of providing service to the residents of this province goes on. While the public image of the institution may have suffered during this period, the Board and staff, non-clinical as well as clinical, took care to ensure that the effect of these difficulties on patient care was minimized, and this is something of which the Hospital can be very proud. Life at the Hospital went on! The Summer Frolic in July and the Stadacona Band Concert in August were well attended and much appreciated by patients and staff. The Staff Club was active during the year, the senior staff and Board prepared and submitted two submissions to the Royal Commission on Health in Nova Scotia, and the patients enjoyed the services of Camp Victoria.

During the year discussions continued, although these matters were not resolved, in areas such as the Extended Care Unit and the relationship of the Hospital to the various government departments.

Despite the fact that S-1 was closed at the end of August due to a shortage of psychiatrists, the overall number of patient days for the year increased over 1987-88. The first Annual Mutt Show was initiated by the staff associated with the Princess Alexandra Unit, which gave considerable positive media attention to the Hospital during a period when most media attention was negative.

At the end of 1988-89, despite being on the front pages of the papers again, the general situation internally was beginning to stabilize. The new Chairman of the Board had as his priorities the restructuring of the Board and its committees, improvement of morale, the filling of senior positions that were currently being filled on an acting basis, as well as reviewing the by-laws of the Hospital and the Foundation. The end of 1988-89 represented the beginning of a new era for the Nova Scotia Hospital. It is extremely important that this new beginning represent the start of a stable period of growth for the Nova Scotia

Hospital. The Hospital has been striving for this goal over the last number of years, and the continuation of negative publicity and poor morale would seriously hamper this facility's ability to move forward, or attract staff, particularly highly qualified psychiatrists.

The future of this Hospital, which is so crucial to mental health services in this province, is dependent upon the Department of Health and Fitness, the Board of Management, and the Hospital staff doing their jobs and doing them well, while supporting and encouraging other members of the team without interfering.

In conclusion we would like to extend our sincere appreciation to all Hospital staff for their continued dedication, cooperation, and assistance to both of us during a very difficult time. To our Board of Management, who have been supportive and dedicated in their determination to move on positively, must go special thanks for adjusting to new and different ideas. Lastly, we thank the Minister of Health and Fitness who has assisted in many ways to further our continued development.

Respectfully submitted

Board of Management

David G. Higgins
Executive Director

W. James Meredith
Chairman of the Board

SELECTED STATISTICS

Statistics	1988-89	1987-88
Number of patients in hospital at year-end	307	336
Average patient census	328	320
Total admissions in year	1698	1653
Total patient days	119,681	116,927
Average length of stay (acute beds)	60	46
Out-patient visits	16,036	15,910
Number of staff	842.7	824.7
Electroencephalographs	945	1108
Technical units (Radiology)	5603	5621
Electrocardiograms	844	825
Medical laboratory tests referred out	18,364	19,279
Items dispensed by the pharmacy	58,979	53,749
Drug items shipped to other agencies	1,054,778	1,081,026
Meal days (staff and patient)	154,521	145 322
Central Laundry (pounds/millions	3.47	3.47
Number of agencies served	12	12

NOVA SCOTIA HOSPITAL
Analysis Hospital Expenditures
For the Years Ending March 31, 1988 and 1989

Percentage Distribution of Costs
By Service

1989

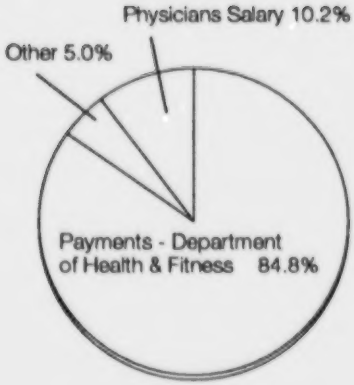
Drugs & Medical Surgical Supplies	1.2%
Other Admin. and Support	3.6%
Plant Operation & Maintenance	10.6%
Housekeeping	4.5%
Laundry Linen	1.8%
Dietary	9.8%
Admin.	9.7%
Educational Programs	1.9%
Equipment	2.1%
Medical Staff	8.3%
Nursing Admin.	2.5%
Nursing Units	32.8%
Nursing Other	2.0%
Diagnostic & Therapeutic	9.0%

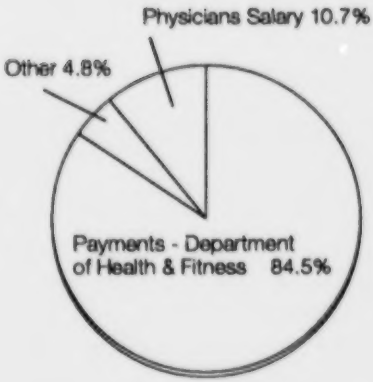
1988

Drugs & Medical Surgical Supplies	1.2%
Other Admin. and Support	3.6%
Plant Operation & Maintenance	10.6%
Housekeeping	4.5%
Laundry Linen	1.8%
Dietary	9.8%
Admin.	9.7%
Educational Programs	1.9%
Equipment	2.1%
Medical Staff	8.3%
Nursing Admin.	2.5%
Nursing Units	32.8%
Nursing Other	2.0%
Diagnostic & Therapeutic	9.0%

NOVA SCOTIA HOSPITAL
Analysis of Hospital Recoveries
For the Years Ending March 31, 1988 and 1989

Percentage Distribution of Revenue
By Type of Work

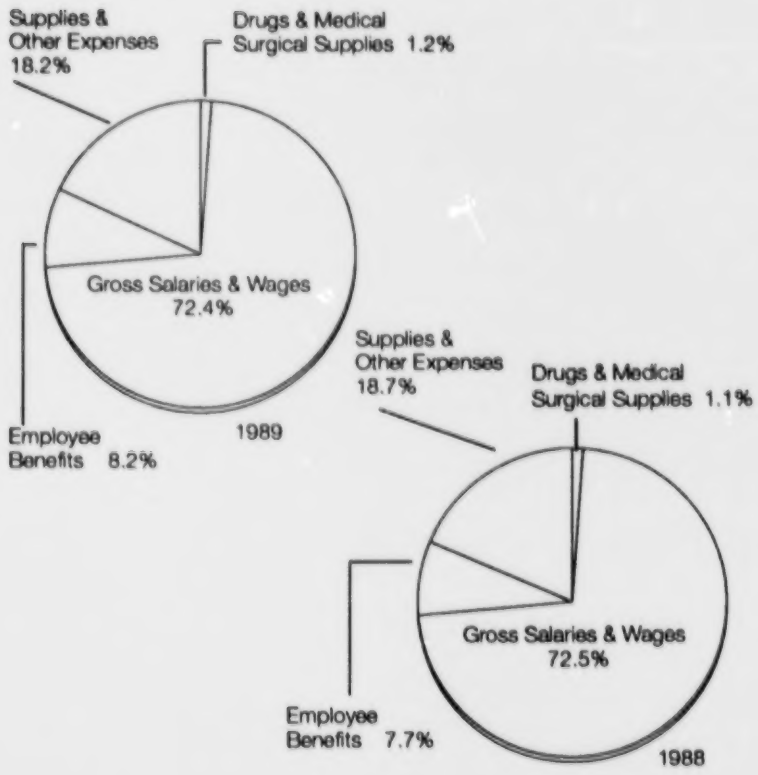




Other	1989	1988
Uninsured Patients Days	.2%	.4%
Meal Recoveries	1.9%	1.5%
Room Recoveries	.1%	.3%
Steam	.9%	.9%
Services to Central Laundry	1.4%	.9%
Metro Drug Dependency	.8%	.8%
Net Ancillary Operations	(.5%)	(.3%)
Other	.2%	.3%
	5.0%	4.8%

NOVA SCOTIA HOSPITAL
Analysis Hospital Expenditures
For the Years Ending March 31, 1988 and 1989

Percentage Distribution of Costs
By Type of Expenses


Supplies & Other Expenses 18.2%
Drugs & Medical Surgical Supplies 1.2%
Gross Salaries & Wages 72.4%
Employee Benefits 8.2%
1989
Supplies & Other Expenses 18.7%
Drugs & Medical Surgical Supplies 1.1%
Gross Salaries & Wages 72.5%
Employee Benefits 7.7%
1988